

Corporate Information Management



Civilian Human Resources Management
In Process Review Briefing - Phase II

25 January 1991

TOPICS

ACCOMPLISHMENTS

INTERIM SYSTEM & EXECUTIVE AGENT

GOALS AND OBJECTIVES

FUNCTIONAL MODELING

PLAN FOR COMPLETION

ACCOMPLISHMENTS

As of 1-18-91

Phase I completed and briefed to:

- Functional Steering Committee

- Executive Level Group

- Defense Agency Personnel Directors

Industry and Government visits

High level functional situation analysis

Development of goals, objectives, and strategies

Supplemental team for future functional concept

Evaluation of interim system candidates

*INTERIM SYSTEM
&
EXECUTIVE AGENT*

INTERIM STANDARD INFORMATION SYSTEM

Evaluation of candidate systems completed mid-Nov

Analysis & tentative recommendation completed

Based on criteria in OASD(Compt) memo of 25 Jun 90

Included alternatives for Executive Agent

Recommendation for PDS-C with PC-III as an ISIS imminent

APCAPS will continue to operate with future dependent on

Decisions by other functional groups

Economic considerations

EXECUTIVE AGENT

CIM Council still reviewing implications of EA decisions

Meeting held with DoD Components to discuss

- Responsibilities of EA

- Managerial chain of command

- Resource requirements

- Best way to accomodate other DoD Components

Interface with CIM functional group still to be addressed

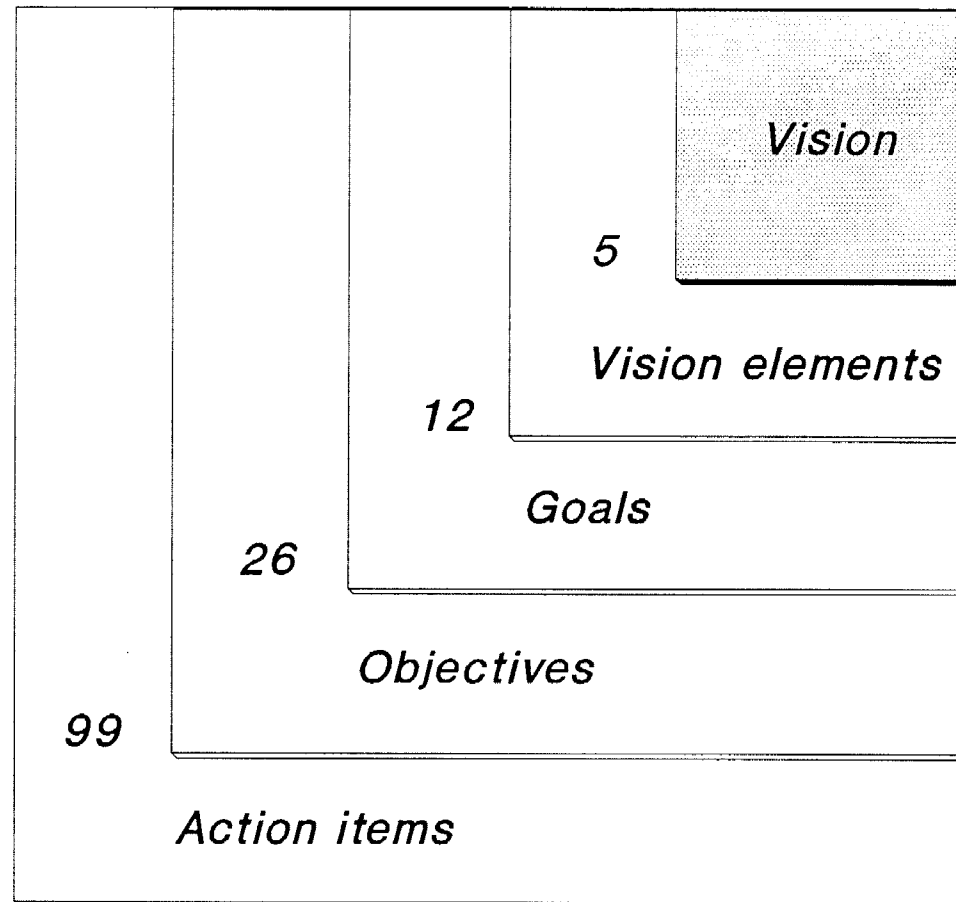
Recommendation pending OSD decision on consolidation

GOALS AND OBJECTIVES

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VEs, GOALs, & OBJs

1 Information management is recognized & managed as a strategic CHRM resource

1.1 Supports planning, policy formulation, evaluation, & conversion to paperless work environment

1.1.1 Fully integrated in decision making processes

1.1.2 Electronic storage, retrieval, & data transfer

1.2 Maximize ROI on design & development while improving customer service, support, & satisfaction

1.2.1 Functional ownership

1.2.2 Capability to exploit information resources

1.2.3 Identify & monitor non-centrally dev'l applications

*how much can
PDS-C do
now &
how much
expanded?*

VEs, GOALs, & OBJs

2 Deregulation, delegation, simplification, & flexibility form foundation of CHRM policies & business practices

2.1 DoD policies are flexible, enhance decision making, & facilitate mission accomplishment

2.1.1 One DoD-wide CHRM policy

2.1.2 CPI fully integrated into operations

2.2 Unified DoD approach to deal with oversight agencies

2.2.1 Identify & analyze major CHRM issues

2.3 Manager's ability to control resources enhanced

2.3.1 DoD redelegates CHRM authorities

managers

2.4 Managers advised & supported by professional CHRM staff

2.4.1 CHRM staff function as advisors & are fully integrated into organizational management

VEs, GOALs, & OBJs

3 Employees are valued and treated as assets to mission accomplishment

3.1 DoD will implement innovative programs leading to a supportive work environment

3.1.1 Create & implement methods of marketing DoD employment

3.1.2 Through use of total compensation package, ability to attract & retain has improved

3.1.3 Valid measurement of employee/organization performance

3.1.4 Effective & innovative awards system with mgmt flex

3.1.5 Improve quality of life

3.1.6 Comprehensive, cost-effective, & timely training

3.1.7 Work force adjustments with minimal disruption

VEs, GOALs, & OBJs

(Civilian Work Force Con't)

3.2 DoD will improve AE & EEO programs through proactive management of diverse work force

3.2.1 DoD will make efforts to achieve representation

3.2.2 Management of Diversity implemented

3.2.3 Consolidate all EEO training under DEOMI

**3.2.4 DoD programs to achieve total concept of diversity &
Managing Diversity integral part of CHRM**

3.3 EEO/Managing Diversity organized for max effectiveness

**3.3.1 All complaints investigations, reviews, & appeals
consolidated into single DoD office**

3.3.2 Position EEO/MD for max effectiveness & impact

3.3.3 Review EEO automation needs to establish requirements

VEs, GOALs, & OBJs

- 4 CHRM function contributes to effective use of all human resources in support of DoD's mission
 - 4.1 Organizational structure effectively & efficiently supports mission
 - 4.1.1 Personnel functions are streamlined/restructured
 - 4.2 CHRM provides quality products & services
 - 4.2.1 Continuous process improvement inherent to CHRM
 - 4.2.2 Implement top-down functional & management evaluation (FAME) system tied to strategic planning with focus on quality of customer service

VEs, GOALs, & OBJs

5 The process of strategic planning is functionally integrated into CHRM

5.1 Fully integrated DoD CHRM strategic planning is implemented

5.1.1 First CHRM strategic plan jointly developed by OSD and components

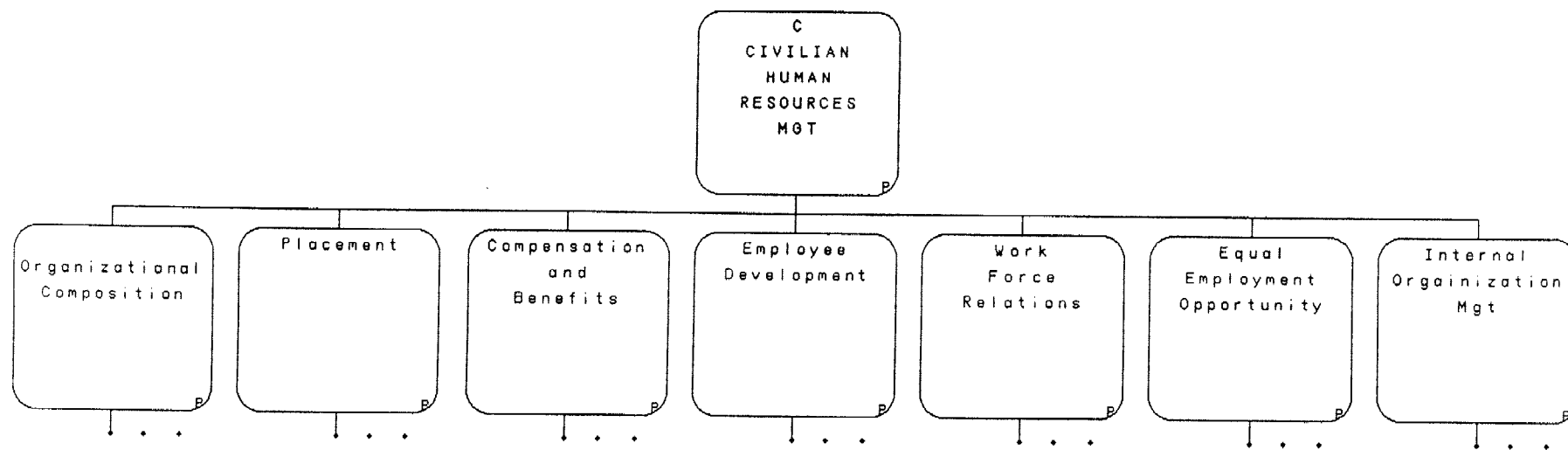
5.1.2 Evaluate, update, & publish annually

CIM Thrusts	A r m y	N a v y	Air F o r c e	D L A	E L G	O P M	O S D	I n d
1. Common DoD state-of-the-art information management system					✓		✓	✓
2. Improve staffs ability to analyze and use information	✓	✓	✓	✓	✓			✓
3. Automate intelligently		✓	✓	✓	✓	✓	✓	✓
4. Simplification, delegation and flexibility to enhance mission accomplishment	✓		✓	✓	✓	✓	✓	✓
5. CHRM representatives as professionals	✓	✓	✓	✓			✓	✓
6. Integrate continuous process improvement (CPI)		✓		✓	✓	✓	✓	✓
7. Total compensation package	✓	✓	✓	✓	✓	✓	✓	✓
8. Streamlined recruitment	✓	✓	✓	✓	✓	✓	✓	
9. Quality of work life	✓	✓	✓	✓	✓	✓	✓	✓
10. Performance management/incentive awards	✓		✓	✓	✓	✓	✓	✓
11. Work force adjustments with minimal disruption	✓		✓		✓		✓	✓
12. Comprehensive and cost effective training and development		✓	✓	✓	✓	✓	✓	✓
13. Implement management of diversity	✓	✓	✓	✓	✓	✓	✓	✓
14. Consolidation & centralization to accomplish DoD-wide mission					✓		✓	✓
15. Consolidated functional and management evaluation (FAME) to evaluate quality of products and services	✓	✓			✓	✓		✓
16. Fully integrated DoD-wide strategic planning process					✓	✓		✓

ELG = CIM Executive Level Group

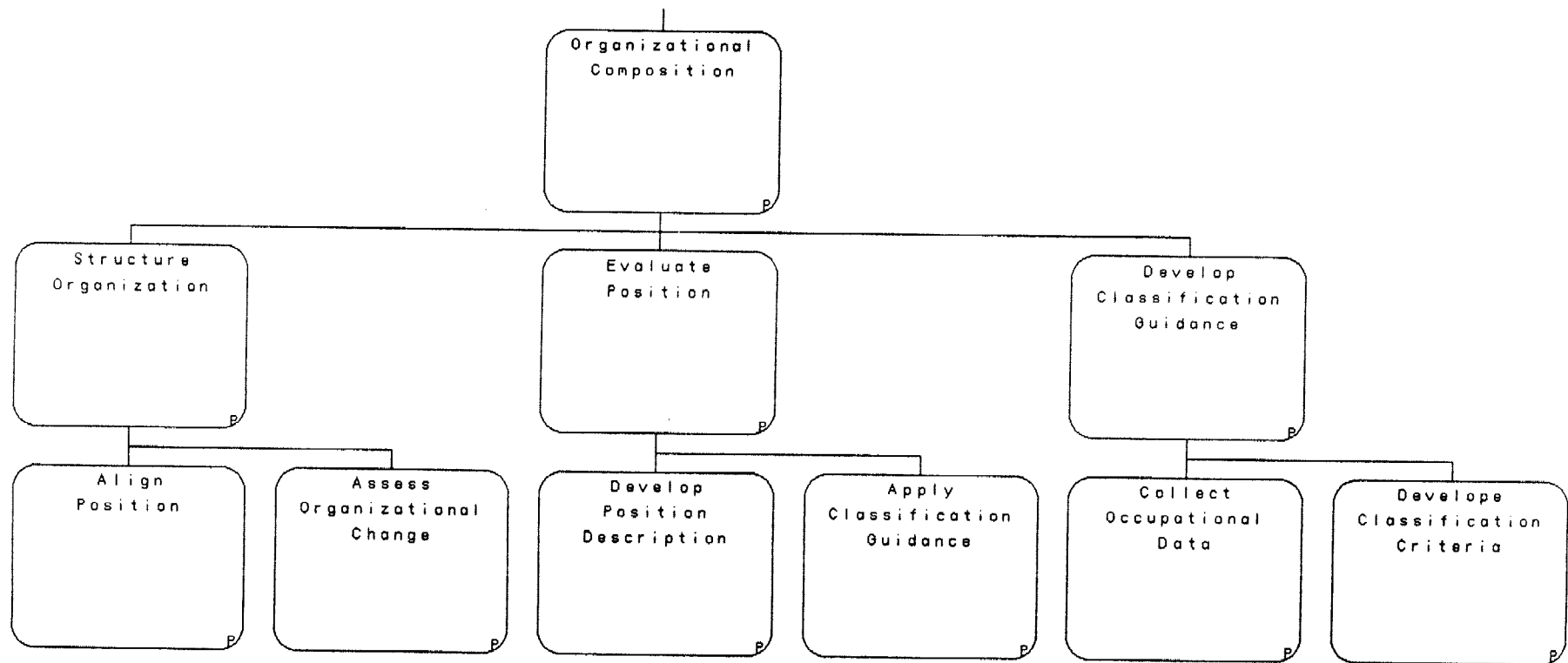
IND = Industry

FUNCTIONAL MODELING



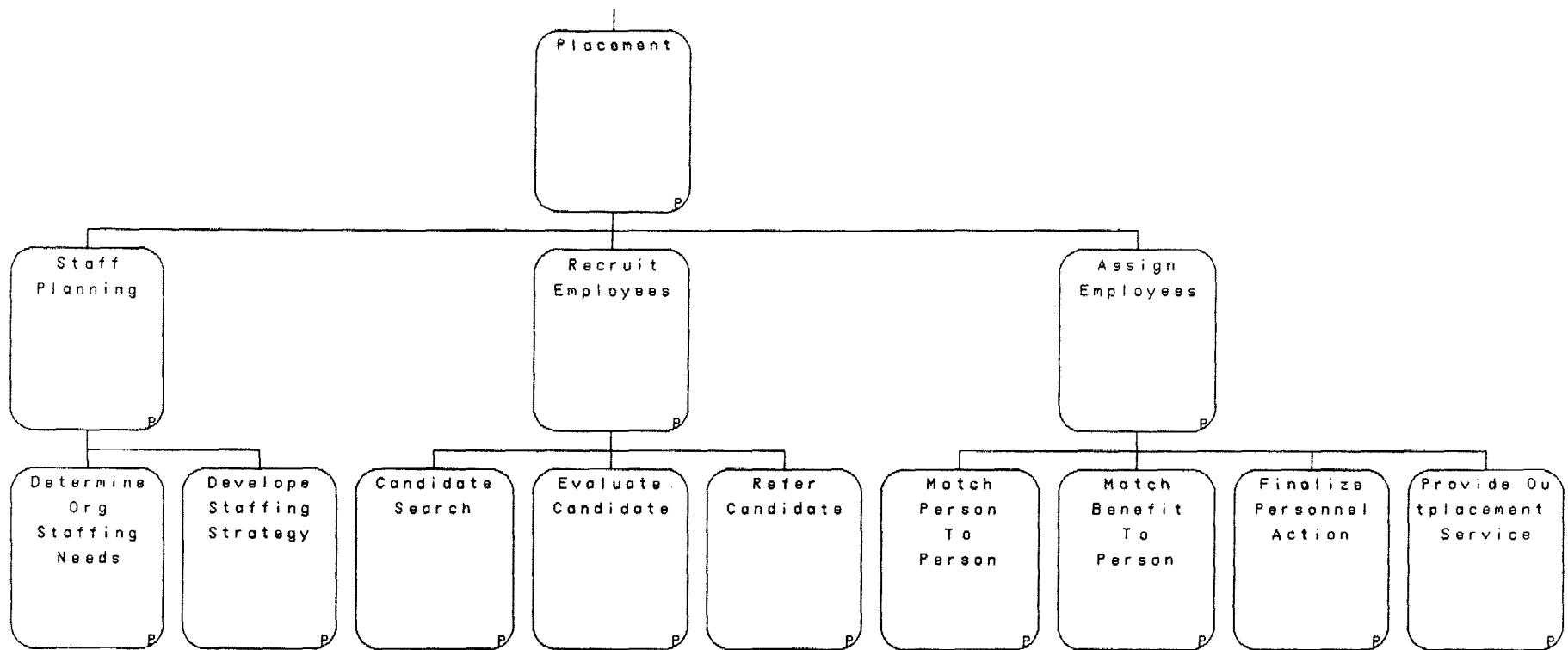
C CIVILIAN HUMAN RESOURCES MGT

January 24, 1991 10:15:51



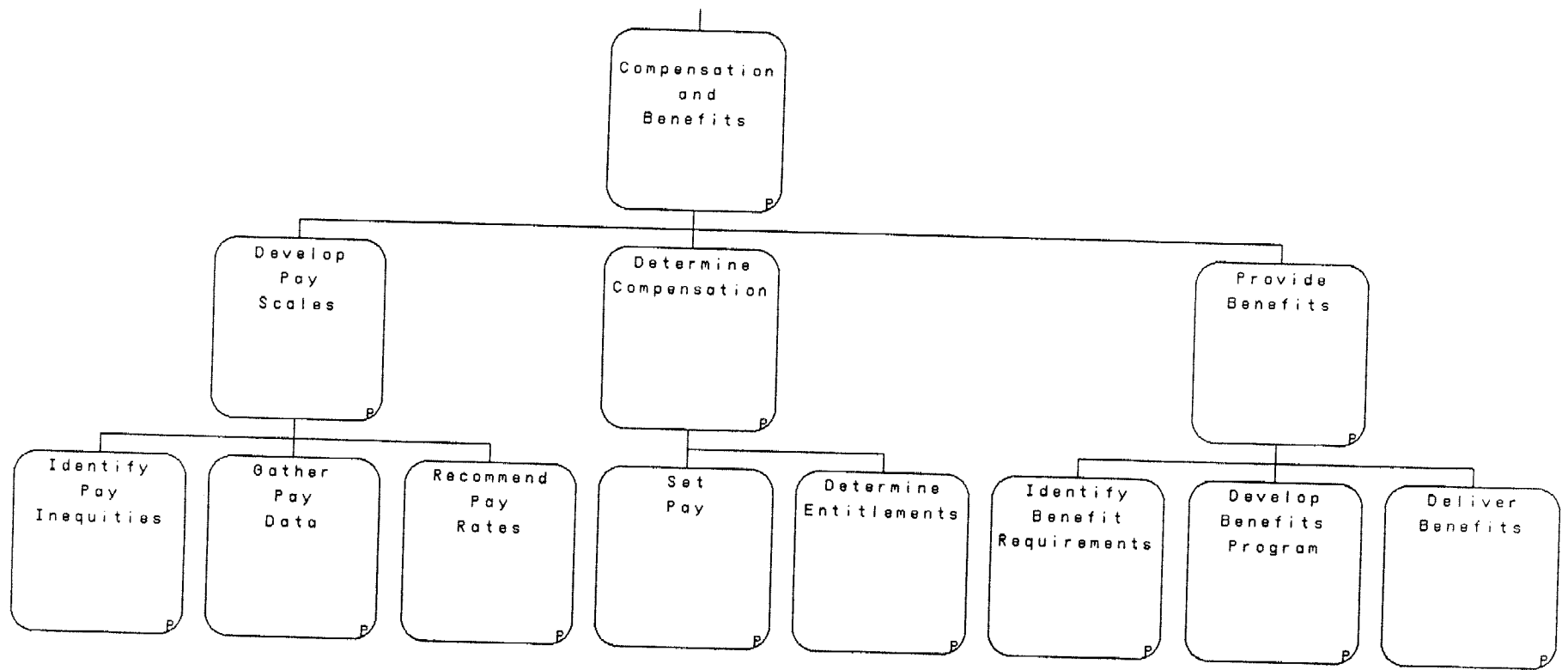
Organizational Composition

January 24, 1991 10:17:24



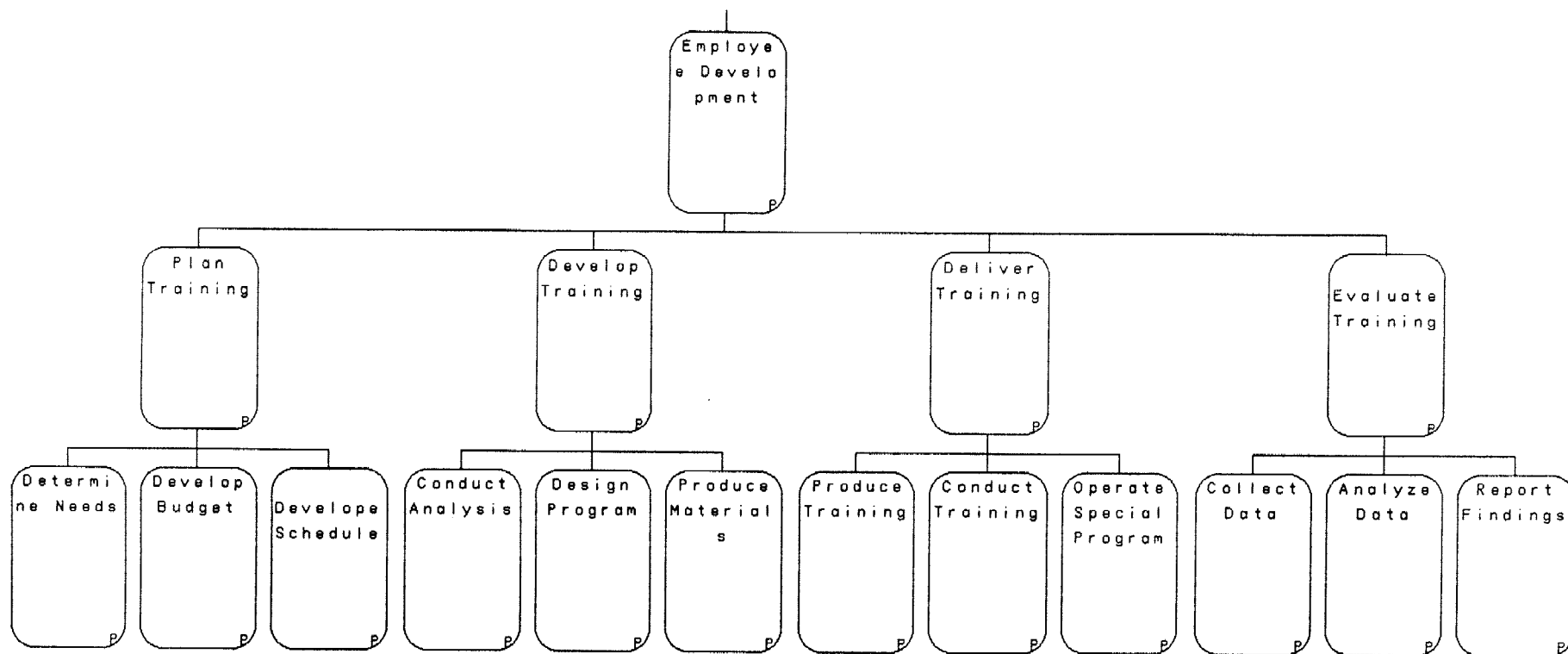
Placement

January 24, 1991 10:17:54



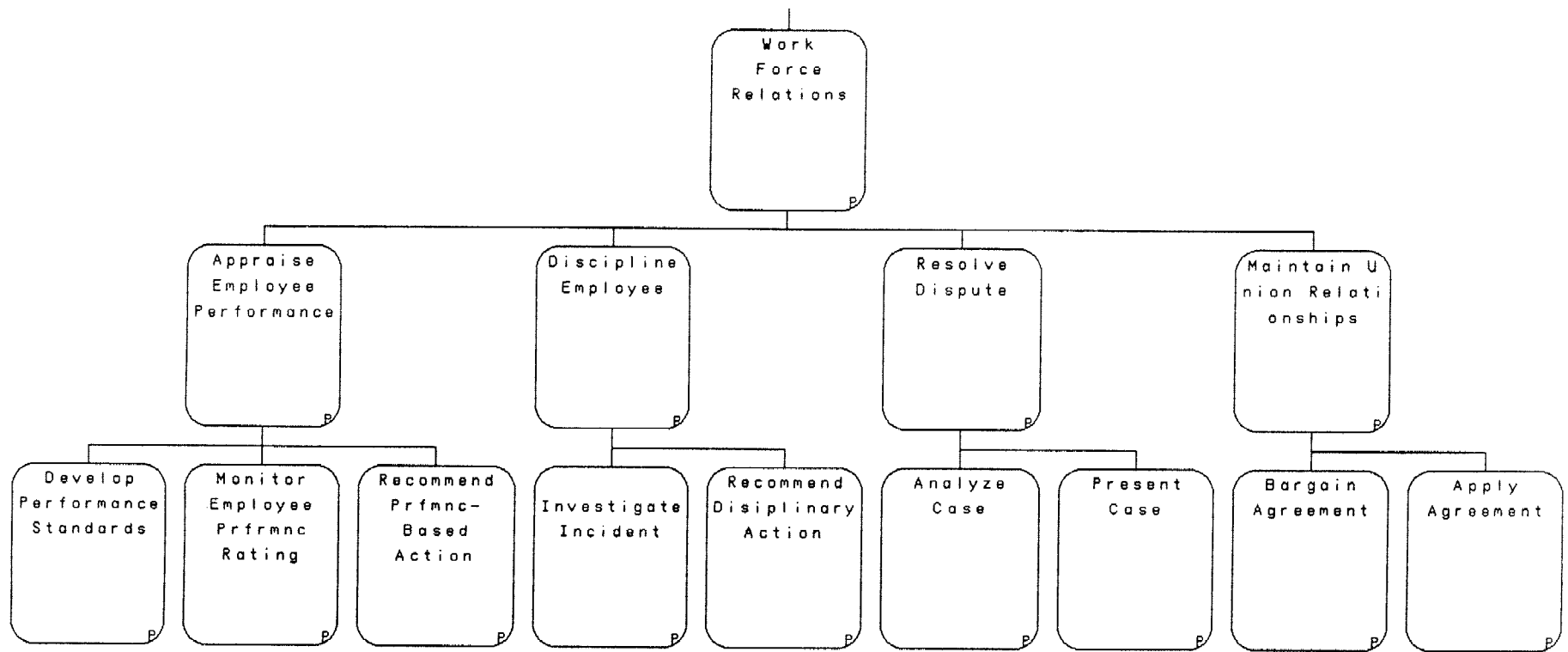
Compensation and Benefits

January 24, 1991 10:18:21



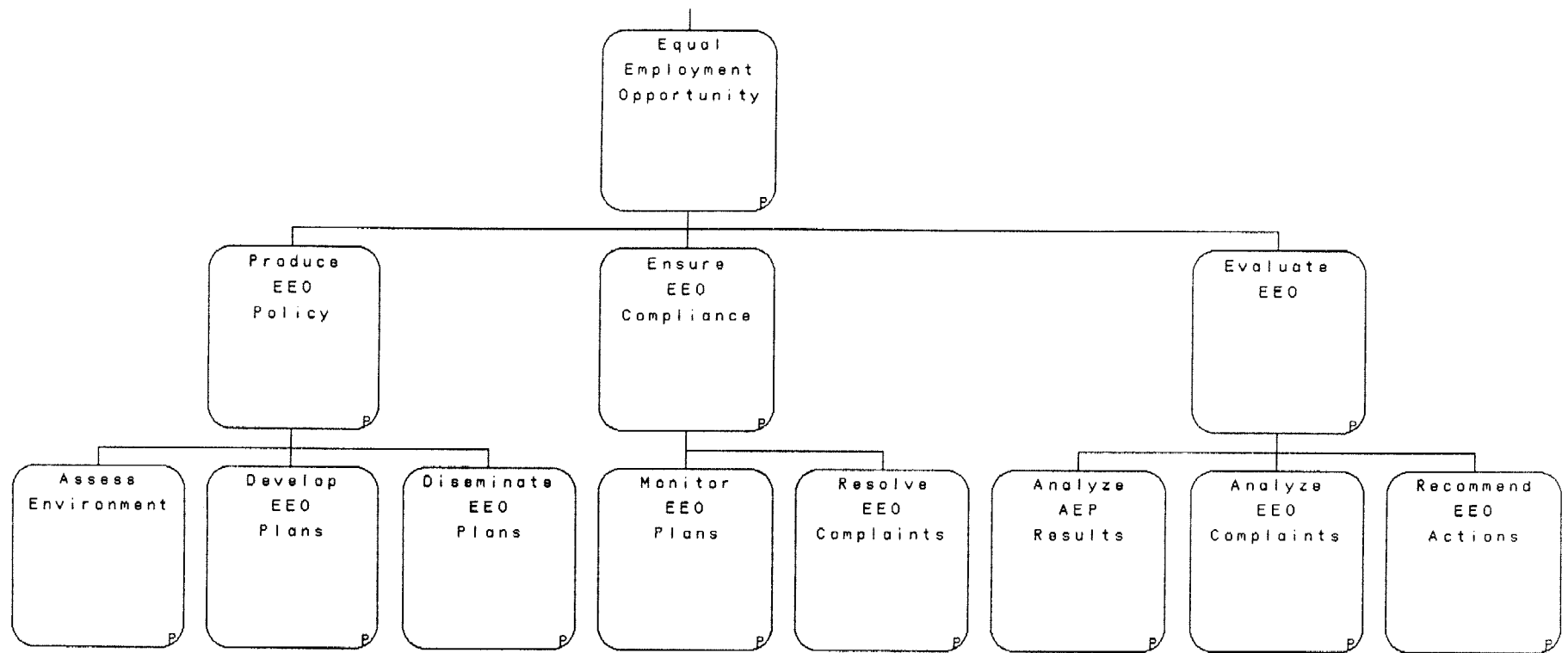
Employee Development

January 24, 1991 10:19:03



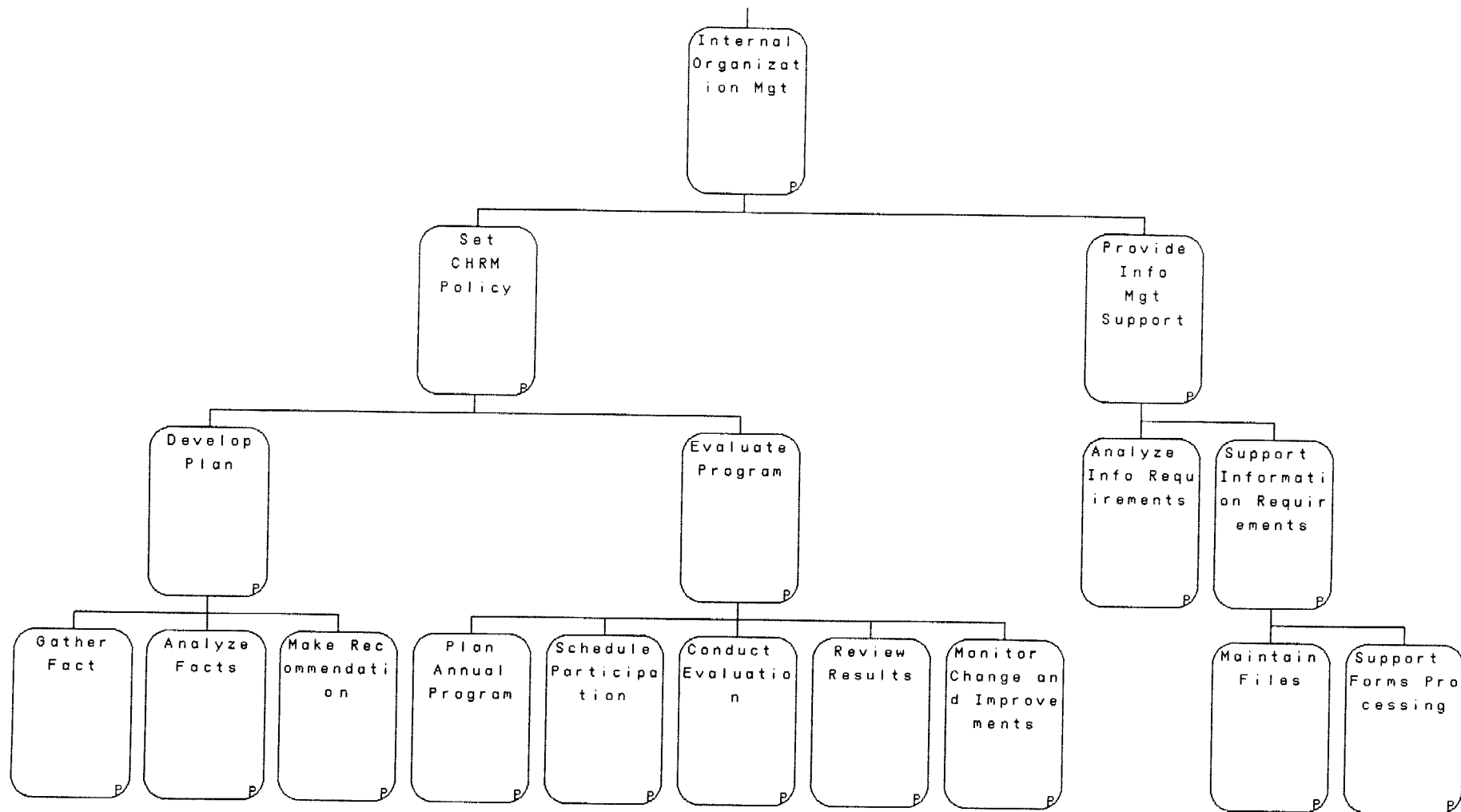
Work Force Relations

January 24, 1991 10:19:40



Equal Employment Opportunity

January 24, 1991 10:20:30



Internal Organization Mgt

January 24, 1991 17:41:38

CIVILIAN HUMAN RESOURCES MANAGEMENT

SYMBOLS IN STATUS COLUMN REPRESENT

*	STATUS OF REPORT
X	COMPLETED
>	COMPLETED BEING REVIEWED
AUG	AUGMENTEES IN 02/28/91 TO PRODUCE PRODUCT
AFTER AUG	COMPLETED FOR AUGMENTEES REVIEW
AUG +	COMPLETED FOR AUGMENTEES REVIEW

CIVILIAN HUMAN RESOURCES MANAGEMENT

CIM PROCESS GUIDE STEPS AND PRODUCTS

STATUS AS OF JANUARY 24, 1991

		STATUS
2.2.1	CURRENT FUNCTIONAL BASELINE	
2.2.1.1	DOCUMENT THE CURRENT FUNCTIONAL BASELINE	
	● DESCRIPTION OF CURRENT FUNCTIONAL BASELINE	X
	● DESCRIPTION OF CURRENT ORGANIZATIONAL STRUCTURES	>
	● CUSTOMERS, PRODUCTS, SERVICES, INTERNAL & EXTERNAL INTERFACES TO PROCESS MATRIX	X
2.2.1.2	IDENTIFY AND DEFINE CURRENT FUNCTIONAL PROCESSES	
	● CURRENT PROCESSES	>
	● ORGANIZATION TO PROCESS MATRIX	AUG
2.2.1.3	IDENTIFY AND DESCRIBE INFORMATION CLASSES AND FLOWS	
	● INFORMATION CLASSES	>
	● INFORMATION FLOWS	>

CIVILIAN HUMAN RESOURCES MANAGEMENT

CIM PROCESS GUIDE STEPS AND PRODUCTS

STATUS AS OF JANUARY 24, 1991

		STATUS
2.2.1.4	IDENTIFY ISSUES, DEFICIENCIES, PROBLEMS AND OPPORTUNITIES ● LIST OF ISSUES, DEFICIENCIES, PROBLEMS AND OPPORTUNITIES	>
2.2.2	CURRENT FUNCTIONAL MODEL	
2.2.2.1	IDENTIFY AND DEFINE FUNCTIONAL SUB-PROCESSES ● FUNCTIONAL SUB-PROCESSES	>
2.2.2.2	IDENTIFY AND DEFINE BUSINESS PRACTICES ● BUSINESS PRACTICES/SUB-PROCESSES	(AUG) + (AUG) +
2.2.2.3	REVIEW AND REFINE ORGANIZATIONAL RATES AND RESPONSIBILITIES ● ORGANIZATIONAL RESPONSIBILITIES	(AUG) +

CIVILIAN HUMAN RESOURCES MANAGEMENT

CIM PROCESS GUIDE STEPS AND PRODUCTS

STATUS AS OF JANUARY 24, 1991

		STATUS
2.2.2.4	IDENTIFY MAJOR EXTERNAL AND INTERNAL INTERFACES <ul style="list-style-type: none">● MAJOR EXTERNAL INTERFACES● MAJOR INTERNAL INTERFACES	> >
2.2.3	CURRENT FUNCTIONAL INFORMATION MODEL	
2.2.3.1	IDENTIFY AND DEFINE ENTITIES AND CHARACTERISTICS <ul style="list-style-type: none">● ENTITIES	>
2.2.3.2	IDENTIFY RELATIONSHIPS <ul style="list-style-type: none">● ENTITY RELATIONSHIPS	>
2.2.3.3	PREPARE ENTITY RELATIONSHIP DIAGRAM <ul style="list-style-type: none">● ENTITY RELATIONSHIP DIAGRAM	>

CIVILIAN HUMAN RESOURCES MANAGEMENT

CIM PROCESS GUIDE STEPS AND PRODUCTS

STATUS AS OF JANUARY 24, 1991

		STATUS
2.2.4	COMPOSITE FUNCTIONAL REQUIREMENTS	
2.2.4.1	COMPARE COMPONENTS FUNCTIONAL AND INFORMATION MODELS	
	● LIST OF DIFFERENCES, PRESENTED AS A MATRIX OF DIFFERENCES AND TYPE OF DIFFERENCES	(AUG)
	● COMPARE LIVE ANALYSIS OF COMPONENT'S FUNCTIONAL PROCESSES, PRACTICES, AND INFORMATION	(AUG)
	● SUMMARY OF CHANGES REQUIRED	(AUG)
2.2.4.2	DEVELOP PROCESS TO ENTITY MATRIX	
	● REVALIDATED PROCESS MODEL	(AUG)
	● REVALIDATED INFORMATION MODEL	(AUG)
	● PROCESS TO ENTITY MATRIX (WITH RELATIONSHIPS)	(AUG)
	● FUNCTIONAL FLOW DIAGRAM	(AUG)

CIVILIAN HUMAN RESOURCES MANAGEMENT

CIM PROCESS GUIDE STEPS AND PRODUCTS

STATUS AS OF JANUARY 24, 1991

		STATUS
2.2.4.3	RECONCILE INFORMATION ENTITIES AND FUNCTION PROCESSES <ul style="list-style-type: none">● RECONCILIATION REPORT	AFTER AUG
2.2.4.4	COMPLETE THE FUNCTIONAL REQUIREMENTS DOCUMENT <ul style="list-style-type: none">● DOCUMENTED COMPOSITE FUNCTION REQUIREMENTS	AFTER AUG

INFORMATION CLASSES

INDIVIDUAL: The human interface with CHRM, including employees, applicants, and family members

GUIDANCE & REFERENCE: Documentation describing CHRM policies, requirements, and recommendations

ORGANIZATION/POSITION: Information on mission, structure, and composition of activities

DISPUTES: Information concerning allegations that wrongful actions have occurred

MANAGEMENT & ADMINISTRATION: Information necessary to support internal CHRM operations

COMPOSITE FUNCTIONAL MODEL

Emphasis will be on identifying

- Obsolete requirements

- Near term improvements

- Recommendations for mid term efficiencies

To be accomplished by

- Core group

- Supplementals

PLAN FOR COMPLETION

OPERATING PLAN

Current

Staffing

Class/
Comp

Training

LMER

Internal
Org Mgmt

EEO

Supplementals
1-28 to 2-8

Future

WF Mgmt

WF Design

HR
Planning

Work
Environ

IRM

Supplementals
2-27 to 3-8

FBP Group

Write FBP
Integrate products
Briefings

Data Group

Analysis

ADP Group

Interim system
EA issues
Transition plan

SUPPLEMENTALS

	AR	NV	AF	DLA	DCA	IG
14 - 18 Jan 91 Future Functional Concept Consolidation/Regionalization	1	1	1	1		
28 Jan - 8 Feb 91 Current Functional Baseline Composite Model	8	8	10	7	1	
27 Feb - 8 Mar 91 Future Functional Model Future Information Model Future Functional Reqmts	7	6	10	6	1	1

SUPPLEMENTALS

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27 Feb - 8 Mar 91 Future Functional Model Future Information Model Future Functional Reqmts	7	6	10	6	1	1



DATA CALL

Comprehensive request for Civ Pers/EEO resources & cost

People

Servicing Population/Composition

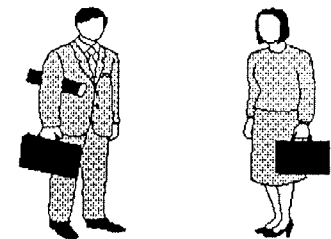
Money

Reports

Organizations/Locations

Regulations

Measurement Criteria



TRANSITION PLAN

Transition plan being developed to

- Ensure continuity from end-point of Phase II
to start point of Phase III

- Identify source, kind, and number of resources for Phase III

- Examine need for temporary transition group to facilitate
migration to Phase III

Expected completion date - late February

FINAL ACTIONS

Select core group members to transition

- To Phase III
- Do Briefings
- Finalize FBP

Designate Executive Agent

Brief Functional Steering Committee